

Washington State Department of Personnel

Managing Change at the Enterprise Level

One key Department of Personnel (DOP) strategic goal is to develop a statewide decision-making framework that will determine future HRMS enhancement priorities. It is expected to be in place by December 1, 2006.

We must govern change to keep the statewide environment stable and focused around critical business processes. In order for DOP to manage change, the process must be collaborative with a structure in place that provides agency guidance on prioritizing HRMS changes and enhancements. It will also prioritize all changes based on importance, impact, and include teams that collaborate on system strategy.

The HR Subcabinet has an important role as the advisory board for statewide system changes.

Agency Request Process

1. Agencies submit request using form developed by Department of Personnel
2. DOP classifies them into maintenance or enhancements
3. If classified as enhancement, a small cross-agency team will validate request against business process and approval requirements, cost impact, timing of change, etc.

Process for Decision Making

Routine System Maintenance. These are routine system changes which are operational in nature and do not impact end-user functionality. Examples include system backups, routine daily performance tuning, updating agency drop down menu options, etc.

- **Review Process.** ISD will provide routine system maintenance support on a regular basis to ensure the system stays stable and meets business requirements.
- Each change will be reviewed and assessed to determine if there is a business need or system upgrade requirement before being prioritized or approved.
- **Decision Responsibility.** Department of Personnel, Information Services Division

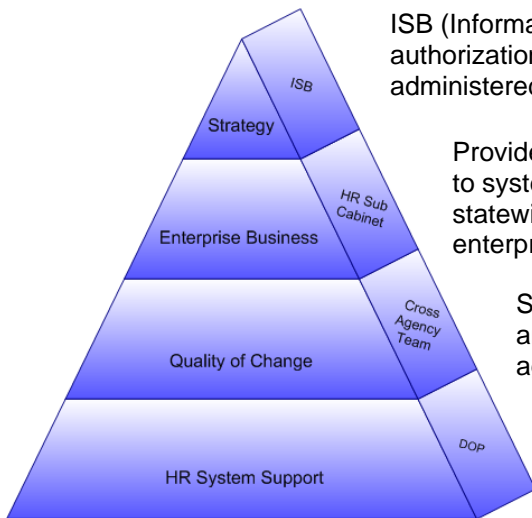
Small Enhancements. These are cross-agency changes that require coordination and communications to ensure all enterprise environments are ready for the change prior to implementation. Examples include workflow changes, alterations to job codes, wage type changes, selected system performance changes, agency organizational changes, etc.

- **Review Process.** A cross-agency team is accountable for assessing the impact to users or other HR systems, cost estimates, and preparing the plans to implement approved changes.
- **Financial impact.** Some enhancements may have a fiscal impact and may need to have budget approval.
- **Decision Responsibility.** Cross-agency team led by the Department of Personnel

Large Enhancements. These are changes that cause business process or user functionality impacts. Large Enhancements will be less frequent and prioritized by the governance board to align strategy to system. Examples include new tools, system upgrades, enterprise changes to workflow, changes to interfaces, etc.

- **Review Process.** A cross-agency team will prepare an analysis and present to HR Subcabinet for approval or disapproval.
- **Financial impact.** Some enhancements may have a fiscal impact and need budget approval.
- **Decision Responsibility.** HR Subcabinet

Statewide IT Projects Governance Structure



ISB (Information Services Board) members provide authorization and oversight for managing large IT projects administered by executive branch agency staff.

Provides leadership through aligning business strategy to system strategy, serves as an advisory board for statewide system issues, and helps set the priorities for enterprise wide changes.

Selected business focused team that reviews and validates suggested system changes against business requirements and workflow.

Responsible for identifying, planning, assessing requirements, and administering all approved changes and enhancements to HR Systems; ensuring there are no system performance issues.

Proposed Governance Structure for HRMS Enhancements

